

Conflict Management

(COM2002)

*This course is brought to you by:
The Arizona Learning Center*

Click the
Next button
to start this
course.



CBT Content

Resources

Support

Communication
SERIES

Page 1 of 75



About This Course

In this CBT, you'll learn about:

- Three benefits of managing conflict in the workplace
- The impact of conflict on productivity, teamwork, and employee morale
- When to intervene in conflict between employees
- Using non-defensive communication skills
- Achieving consensus in a group

Important
CBT

Information

The material in this course is primarily for internal use as an Arizona Learning Center training aid. You may not cite this material as authority for the Arizona Learning Center or the State of Arizona's position on technical or procedural issues, nor should you distribute this material outside the Arizona Learning Center.

If you have any questions about this training course, please contact:

- (602) 542-7431
- email: azlearningcenter@azdoa.gov.

CBT Content

Resources

Support

Communication
SERIES

Page 2 of 75



Ready to Begin?

Important CBT Information



You may already know how to navigate this training course. If that is the case, click on the button that reads, "Begin the Course" or press the [B] key.

If you are unfamiliar with the navigation controls for this course, click on the "Learn to Navigate This CBT" button or press the [L] key, or move your mouse pointer to the Next button and click one time, or press your Right Arrow key.

You may already know the contents of this CBT. If you want to go directly to the quiz, click on the button that reads "Take the Quiz" or press the [Q] key.

Begin the Course

Learn to Navigate This CBT

Take the Quiz

If you need this information in an alternate format for ADA accommodations, please call (602) 542-7431.

Course Navigation

Important CBT Information




- Click the Right Arrow button or key to move to the next screen.



- Click the Left Arrow button or key to move to a previous screen.



- Click the Close button on your browser if you need to leave the course prior to the final examination.

CBT Content

- Click the "CBT Contents" button to select course modules.

Resources

- Click the "Resources" button to print or save the pages in this course.

Support

- Click the "Support" button to get help with any problems you may encounter while taking this CBT.

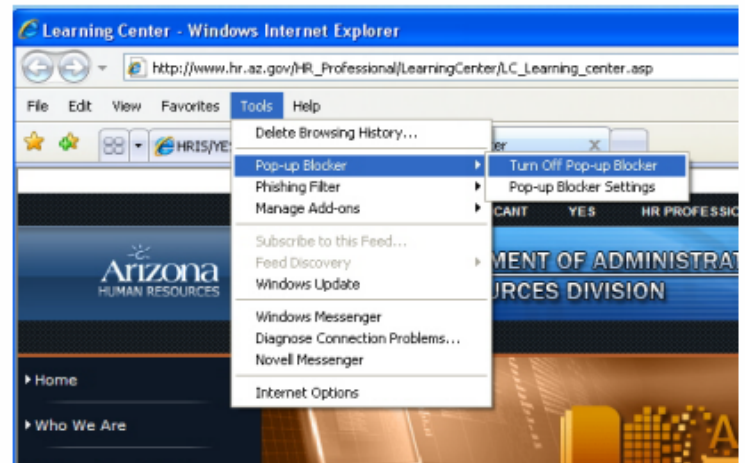


Special Note to Trainees

Important CBT Information

This training course uses many Internet links to access external file locations. If you do not have your "Pop-Up Blocker" turned off, you will encounter difficulty using the links. Turn off the "Pop-Up Blocker" by opening the Tools menu, select the Pop-Up Blocker option, then move your mouse to the Turn Off Pop-Up Blocker and click one time. See the graphic to the right.

If you attempt to turn off the Pop-Up Blocker and find that you cannot perform the action, you may need to contact your local IT Professionals for assistance.



CBT Chapters

- Introduction
- Managing Conflict
- Intervening in a Conflict
- Non-Defensive Communication
- Achieving Consensus
- Final Quiz

Introduction

As a leader, setting goals, assigning responsibilities, and providing feedback lays the groundwork for effective staff performance. However, unexpected conflict between diverse personalities can get in the way of achieving your goals. Regardless of your comfort level, you are often asked to step in to help people repair their relationship so they can get back to work.

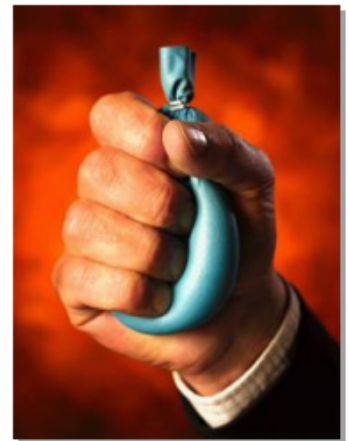


CBT Chapters

- Introduction
- Managing Conflict
- Intervening in a Conflict
- Non-Defensive Communication
- Achieving Consensus
- Final Quiz

Introduction (continued)

Considering all that happens in our fast-paced world, it's no wonder conflict exists. Deadlines, demanding customers, and differing priorities create pressure. Your most committed employees have strong opinions about the best way to do things. Even devoted team players know there is always tension between doing what seems best and going along with the rest of the team. Some of the natural conflict that arises can lead to creative solutions to problems. However, unresolved conflict can undermine a team and adversely affect performance. Your challenge as a leader is knowing when and how to intervene.



CBT Chapters

- Introduction
- Managing Conflict
- Intervening in a Conflict
- Non-Defensive Communication
- Achieving Consensus
- Final Quiz

Introduction (continued)

This course presents useful tools to help you resolve conflict, whether it is directed toward you or among your team members. Putting the tools into practice will increase your confidence as a leader as well as improve productivity and employee morale in your group.



CBT Chapters

- Introduction
- Managing Conflict
- Intervening in a Conflict
- Non-Defensive Communication
- Achieving Consensus
- Final Quiz

This completes the Introduction chapter of this course. **Click on the Complete Chapter button below to continue with this course.**

Complete Chapter

Chapter

Complete

CBT Content

Resources

Support

Communication
SERIES

Page 9 of 75

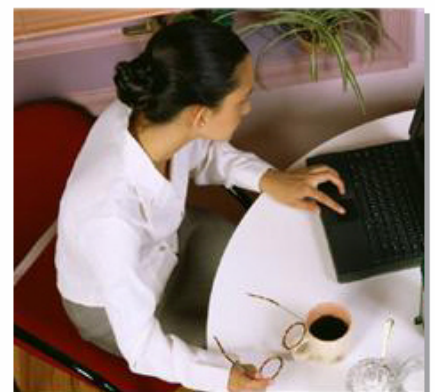
CBT Chapters

- Introduction
- Managing Conflict
- Intervening in a Conflict
- Non-Defensive Communication
- Achieving Consensus
- Final Quiz

New Promotion

You have just been promoted to supervisor. You know you have a lot of work ahead of you to become successful. You want to be the best supervisor your agency has seen in a long time. Your manager, Sandy, has confidence you can successfully lead your team. That's a big help. You will have to rely on Sandy for many months to come and in the back of your mind you're thinking you don't want to let her down.

You notice someone standing at the entrance to your cubicle.



CBT Content

Resources

Support

Communication
SERIES

Page 10 of 75

CBT Chapters

- Introduction
- Managing Conflict
- Intervening in a Conflict
- Non-Defensive Communication
- Achieving Consensus
- Final Quiz

Tracy

It's Tracy and she looks upset.

Tracy says to you, "Maria, Brent called in sick, again, this morning. He's supposed to run the project meeting this morning. And because he's not here, I have to do his work for him, again! When is this gonna end? And when are you going to do something about this?"

You tell Tracy, "I know you can run the project meeting this morning and I'll talk to Sandy about Brent's behavior and get her input."



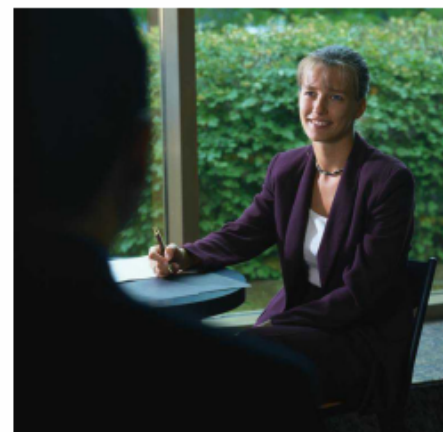
CBT Chapters

- Introduction
- Managing Conflict
- Intervening in a Conflict
- Non-Defensive Communication
- Achieving Consensus
- Final Quiz

Meet with Sandy

During your next meeting with your manager Sandy, you bring up the latest problem identified by Tracy.

Sandy suggests you begin documenting the situation immediately. Then she begins to explain about you managing the conflict between Brent and Tracy.



CBT Chapters

- Introduction
- Managing Conflict
- Intervening in a Conflict
- Non-Defensive Communication
- Achieving Consensus
- Final Quiz

Meet with Sandy (continued)

She says, "When faced with interpersonal conflict, many supervisors either "hope and hint" or "confront and crush." What kind of supervisor do you think you are at this point? Which of these would you rely on to resolve the conflict with Tracy and Brent?"



Hope and Hint?

OR



Confront and Crush?

CBT Chapters

- Introduction
- Managing Conflict
- Intervening in a Conflict
- Non-Defensive Communication
- Achieving Consensus
- Final Quiz

Meet with Sandy (continued)

"In the first case they do little or nothing and "hope" the conflict disappears. In the second case, they become frustrated and invoke the power of their position and order people to "get along or else!"

Neither of these approaches creates a permanent solution and will generally make the situation worse."



CBT Chapters

- Introduction
- Managing Conflict
- Intervening in a Conflict
- Non-Defensive Communication
- Achieving Consensus
- Final Quiz

Benefits

Sandy continues with, "and Maria, there are direct benefits of managing conflict. They are

- reducing aggression
- strengthening your leadership
- and building trust and respect."

"Before you leave today, I have some information for you to read on conflict management. Also, we need to get you signed up for your Supervisor Academy courses. We'll do that tomorrow."



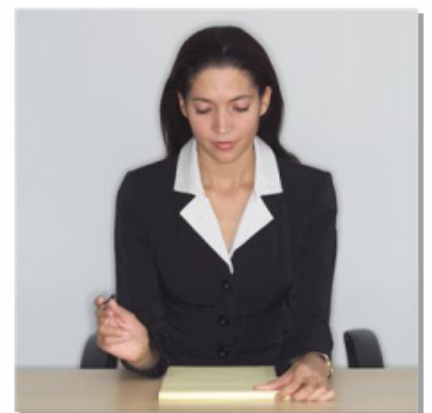
CBT Chapters

- Introduction
- Managing Conflict
- Intervening in a Conflict
- Non-Defensive Communication
- Achieving Consensus
- Final Quiz

Interpersonal Conflict

Back in her office, Maria begins reading some of the information given to her by Sandy.

- Conflict often triggers aggression. When one person speaks aggressively, it prompts aggressive responses from the other person.
- Be seen as a strong leader. If you ignore obvious conflict, you'll look weak and indecisive to others. Without your support, staff won't do anything about conflict either. Unresolved conflict usually gets worse over time.
- Build trust and respect. Treating employees fairly and consistently is your most effective tool for reducing conflict. Don't rely on manipulation or intimidation - intervene when necessary.



CBT Chapters

- Introduction
- Managing Conflict
- Intervening in a Conflict
- Non-Defensive Communication
- Achieving Consensus
- Final Quiz

Interpersonal Conflict (continued)

Maria says to herself, "managing conflict may not be easy but when you look at all these benefits, it's got to be worth the effort, right?"

We tend to think of all conflict as being negative but conflict can be positive if managed effectively. You can channel conflict so that it creates advantages instead of undermining the team.

Let's see if we can discover positive as well as negative effects of conflict.



CBT Chapters

- Introduction
- Managing Conflict
- Intervening in a Conflict
- Non-Defensive Communication
- Achieving Consensus
- Final Quiz

Positive and Negative Effects

Click on the options along the left side of the table below to view the positive and negative effects of conflict.

	Positive Effects	Negative Effects
Human Energy		
Decisions		
Morale & Self-Esteem		
Productivity		

CBT Chapters

- Introduction
- Managing Conflict
- Intervening in a Conflict
- Non-Defensive Communication
- Achieving Consensus
- Final Quiz

Three Degrees or Stages of Conflict

Shown below are the three degrees or stages of conflict. They will each be discussed on the following screens. Understanding the degrees or stages of conflict can help you decide how to find a lasting solution.

- Stage 1: Daily Irritations
- Stage 2: Challenges
- Stage 3: Battles



CBT Chapters

- Introduction
- Managing Conflict
- Intervening in a Conflict
- Non-Defensive Communication
- Achieving Consensus
- Final Quiz

Stage 1: Daily Irritations

The characteristics of this stage or degree of conflict are

- They are on-going
- People will find ways to cope
- Individual differences cause irritations
- The conflict is real but low in intensity
- It may be perceived as "no big deal"



CBT Chapters

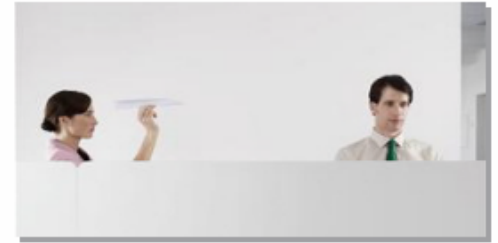
- Introduction
- Managing Conflict
- Intervening in a Conflict
- Non-Defensive Communication
- Achieving Consensus
- Final Quiz

Daily Irritations

What are some of the ways we all deal with conflicts? How do you handle a person at work who annoys you? Do you try to change their behavior or try some other means of handling the situation?

Most of us will use one or more of the following coping strategies:

- Avoiding
- Obliging
- Tolerating



CBT Chapters

- Introduction
- Managing Conflict
- Intervening in a Conflict
- Non-Defensive Communication
- Achieving Consensus
- Final Quiz

Daily Irritations (continued)

As a supervisor, should you intervene in this type of conflict?

You probably would not. Why?

- You may escalate the issue
- It shows respect to your staff
- It allows people to learn how to deal with others themselves



CBT Chapters

- Introduction
- Managing Conflict
- Intervening in a Conflict
- Non-Defensive Communication
- Achieving Consensus
- Final Quiz

Stage 2: Challenges

The characteristics of this degree or stage of conflict are

- Competition typified by a "win - lose" attitude
- Problems can no longer be managed with coping strategies
- Aggressive or emotional description of conflict
- May provide inaccurate facts because trust has declined
- Atmosphere is not necessarily hostile



CBT Chapters

- Introduction
- Managing Conflict
- Intervening in a Conflict
- Non-Defensive Communication
- Achieving Consensus
- Final Quiz

Challenges

Here are some of the ways to deal with challenges.

- Focus on the future
- Look for common ground
- Strive for consensus
- Don't suggest a compromise



CBT Chapters

- Introduction
- Managing Conflict
- Intervening in a Conflict
- Non-Defensive Communication
- Achieving Consensus
- Final Quiz

Challenges (continued)

As a supervisor, do not attempt to find who's at fault. Focus on future behavior to assist employees to find common ground or consensus.

Do not suggest the employees compromise. The main weakness of compromise is that often, no one is really satisfied with the outcome.



CBT Chapters

- Introduction
- Managing Conflict
- Intervening in a Conflict
- Non-Defensive Communication
- Achieving Consensus
- Final Quiz

Stage 3: Battles

The characteristics of this stage or degree of conflict are

- Shift from wanting to win to wanting to hurt
- Insiders and outsiders are identified by competing parties as people who choose sides on the issues
- Leaders emerge from the group and act as spokespersons
- Merits of argument and the strength with which positions are held are greatly exaggerated
- Many emotions exist and require sifting through to find facts
- If allowed, individuals will prolong the conflict



CBT Chapters

- Introduction
- Managing Conflict
- Intervening in a Conflict
- Non-Defensive Communication
- Achieving Consensus
- Final Quiz

Battles

Intervening in battles takes skill. You can use mediation, clear directions from you, or, if you can't solve it yourself, third party arbitration.

We will spend the rest of this course assisting Maria with the skills she will need to manage challenges and battles.



CBT Chapters

- Introduction
- Managing Conflict
- Intervening in a Conflict
- Non-Defensive Communication
- Achieving Consensus
- Final Quiz

This completes the Managing Conflict chapter of the course. **Click on the Complete Chapter button below to continue with the training course.**

[Complete Chapter](#)

Chapter

Complete



CBT Chapters

- Introduction
- Managing Conflict
- Intervening in a Conflict
- Non-Defensive Communication
- Achieving Consensus
- Final Quiz

Intervening in a Conflict

As a team member or leader, you want your area to run smoothly and your coworkers or employees to act as a cohesive team. Yet, as has been stated, conflict is inevitable. Some conflicts are minor and can be overlooked. However, some conflicts simmer and worsen if left unresolved. So, how do you decide when to intervene?



CBT Chapters

- Introduction
- Managing Conflict
- Intervening in a Conflict
- Non-Defensive Communication
- Achieving Consensus
- Final Quiz

Intervention Guide

Use the following conditions as a guideline.

- The conflict is affecting performance
- You overhear inaccurate facts
- Emotions are out of hand
- The conflict is disruptive to others



CBT Chapters

- Introduction
- Managing Conflict
- Intervening in a Conflict
- Non-Defensive Communication
- Achieving Consensus
- Final Quiz

Intervention Guide (continued)

Ask yourself the following questions.

- What are the consequences if this conflict is not resolved?
- How might the conflict affect others?
- When is the best time and where is the best place to deal with this conflict?



Have you ever tried giving yourself a "pep talk" before you tackle a difficult situation? Try it - you'll gain the confidence to tackle a task that's difficult.

CBT Chapters

- Introduction
- Managing Conflict
- Intervening in a Conflict
- Non-Defensive Communication
- Achieving Consensus
- Final Quiz

Causes of Conflict

It is not uncommon that two people can both be present during an event but can't agree on the facts. Distortions of events are usually not deliberate. Instead, they are the result of drawing different interpretations and conclusions about what occurred.

One of the things that can make conflicts frustrating is the realization that people see situations from very different viewpoints. It helps to remember this is a very common phenomenon - ask any investigator who has interviewed eye witnesses to a crime.



CBT Chapters

- Introduction
- Managing Conflict
- Intervening in a Conflict
- Non-Defensive Communication
- Achieving Consensus
- Final Quiz

Three Factors

Three factors affect how we gather information in a particular situation.

1. Context

Everything outside us that affects how we approach situations; e.g., our role, the organization we're in, the culture, the way we're rewarded, etc. For example, a manager might be concerned about wait time and her employee is concerned about the customer's satisfaction.



CBT Chapters

- Introduction
- Managing Conflict
- Intervening in a Conflict
- Non-Defensive Communication
- Achieving Consensus
- Final Quiz

Three Factors (continued)

2. Our assumptions about a situation

For example, we might assume that an employee who is frequently late doesn't care about their job. When, in fact, she may have car trouble or child care problems.



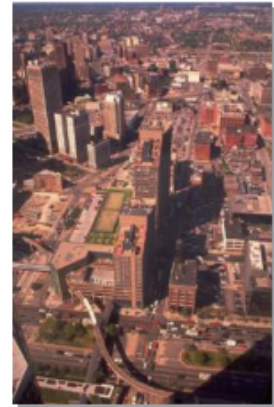
CBT Chapters

- Introduction
- Managing Conflict
- Intervening in a Conflict
- Non-Defensive Communication
- Achieving Consensus
- Final Quiz

Three Factors (continued)

3. Our beliefs

These are strongly held beliefs about the best course of action, how people should behave, and how the world operates.



CBT Chapters

- Introduction
- Managing Conflict
- Intervening in a Conflict
- Non-Defensive Communication
- Achieving Consensus
- Final Quiz

Three Factors (continued)

Context, assumptions, and beliefs determine how we perceive the world. They save us time, because when we think a situation is similar to the past, we behave in the same way that worked before. They act like a road map for navigating through life. Of course, many times the other person sees the context differently, or our assumptions are wrong, or our beliefs don't apply to the situation.

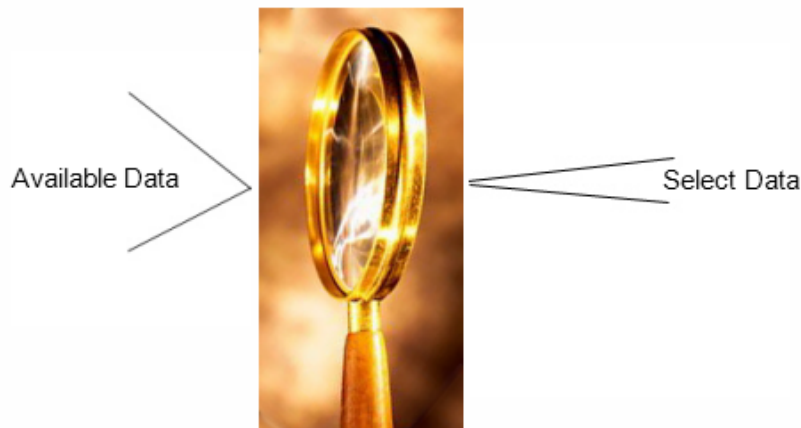


CBT Chapters

- Introduction
- Managing Conflict
- Intervening in a Conflict
- Non-Defensive Communication
- Achieving Consensus
- Final Quiz

The Stairway of Interpreting Events

We filter information through a lens containing context, assumptions, and beliefs.



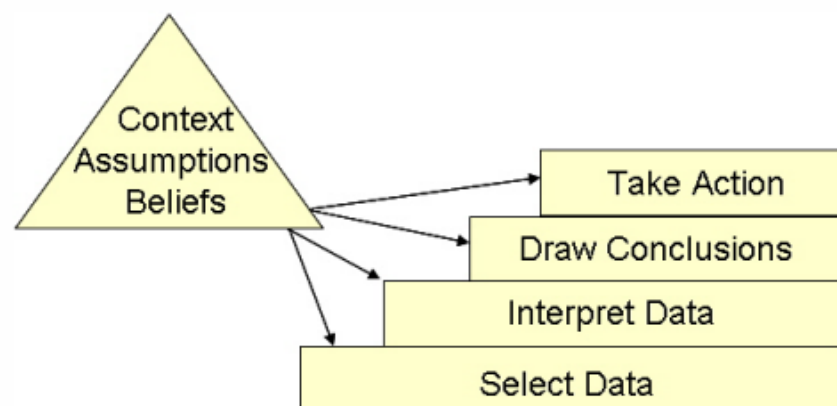
CBT Chapters

- Introduction
- Managing Conflict
- Intervening in a Conflict
- Non-Defensive Communication
- Achieving Consensus
- Final Quiz

The Stairway of Interpreting Events (continued)

The Stairway of Interpretation shows how context, assumptions and beliefs influence our actions.

Every situation contains information and data about what is happening. We filter the data available in a situation through our perception or the context and our assumptions and beliefs.

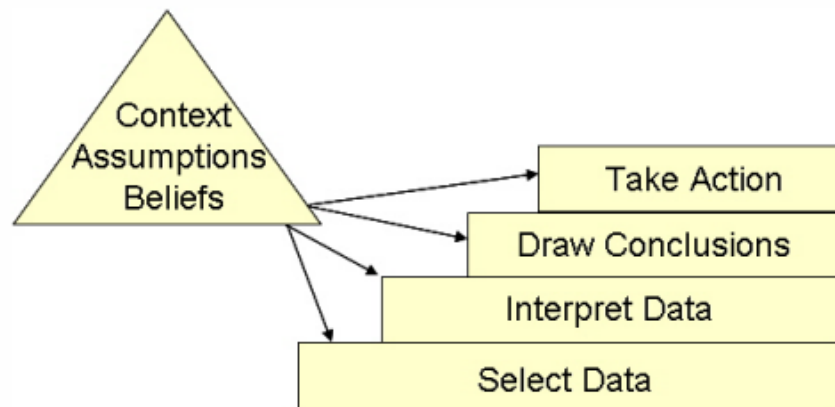


CBT Chapters

- Introduction
- Managing Conflict
- Intervening in a Conflict
- Non-Defensive Communication
- Achieving Consensus
- Final Quiz

The Stairway of Interpreting Events (continued)

We select some data to pay attention to and ignore others. For example, if someone suddenly came running into the room and yelling at us, do you think we'd remember what he was wearing? We jump up the steps without realizing it. After we've selected data, we interpret it, draw conclusions and then take action.



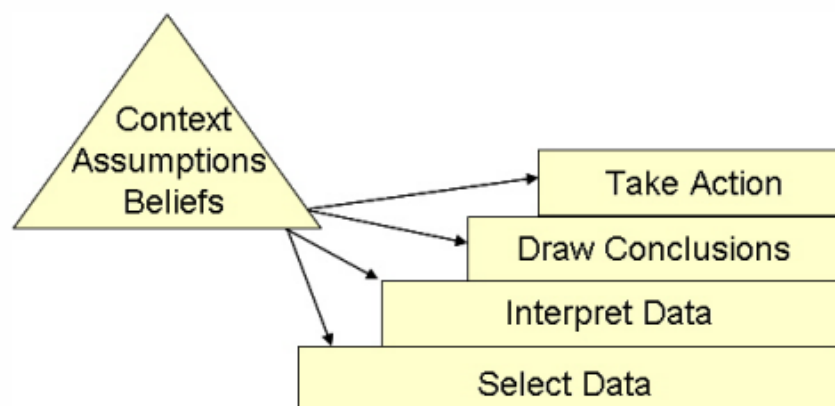
CBT Chapters

- Introduction
- Managing Conflict
- Intervening in a Conflict
- Non-Defensive Communication
- Achieving Consensus
- Final Quiz

The Stairway of Interpreting Events (continued)

Our perceptions save time and we use them to create habits so we don't have to constantly think about every little detail.

But people see different details in a situation, and they reach different conclusions about the same data. This can create conflict. People end up hurling conclusions at each other from the tops of their stairs.



CBT Chapters

- Introduction
- Managing Conflict
- Intervening in a Conflict
- Non-Defensive Communication
- Achieving Consensus
- Final Quiz

How the Stairway of Interpretation Works

We jump up the stairs without realizing it.

- We select some data and ignore others.
- We interpret the data and draw conclusions from them.
- We don't think about our thinking and so our conclusions feel obvious to us.

Our filters and past experience shape the action we take.

- Our actions reinforce our assumptions and conclusions, so we assume they're true.



CBT Chapters

- Introduction
- Managing Conflict
- Intervening in a Conflict
- Non-Defensive Communication
- Achieving Consensus
- Final Quiz

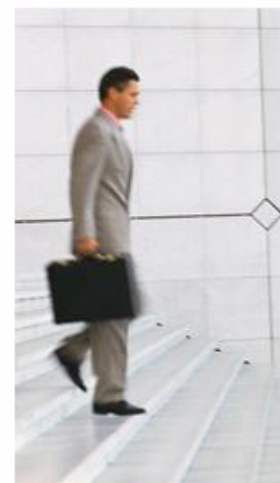
How the Stairway of Interpretation Works (continued)

Our skill at reasoning gets us in trouble.

- Because of our assumptions, people reach different conclusions about the same data.
- When people disagree, they often hurl conclusions at each other from the tops of their stairs. This makes it hard to resolve differences.

To resolve differences, go back down the stairs.

- Ask questions to find out if you're both looking at the same data.
- Ask how they came to their conclusions.
- Explain your reasoning.



CBT Chapters

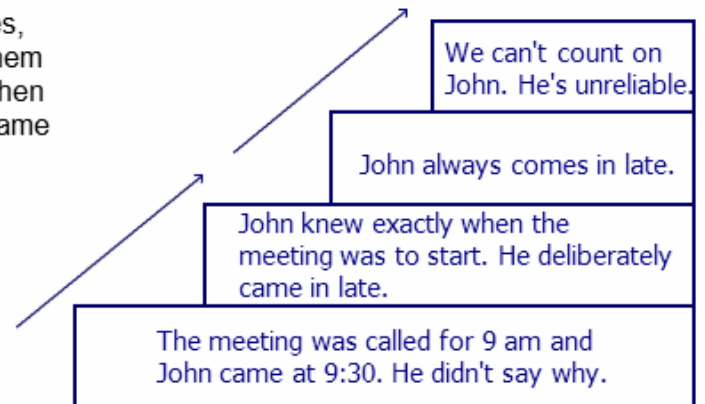
- Introduction
- Managing Conflict
- Intervening in a Conflict
- Non-Defensive Communication
- Achieving Consensus
- Final Quiz

A stairway of interpretation Another stairway

Start at the bottom of the stairway and read each statement.

ASK: Is the conclusion at the top the only conclusion you could draw from the fact that John was 30 minutes late?

To help people resolve their differences, lead them back down the stairs. Ask them how they came to their conclusions. Then provide alternate ways of seeing the same situation.



CBT Chapters

- Introduction
- Managing Conflict
- Intervening in a Conflict
- Non-Defensive Communication
- Achieving Consensus
- Final Quiz

Let's Check In with Maria

"There really is a LOT to conflict management. Let me see if I have everything to this point.

I learned that the three stages of conflict are

- Stage 1: Daily Irritations
- Stage 2: Challenges
- Stage 3: Battles

I learned that the first two stages can be handled by my staff, usually on their own. I need to watch carefully, but if I let them settle their own conflicts, I exhibit trust in their ability to solve these issues."



CBT Chapters

- Introduction
- Managing Conflict
- Intervening in a Conflict
- Non-Defensive Communication
- Achieving Consensus
- Final Quiz

Let's Check In with Maria (continued)

"I also learned there are guidelines for intervening in a stage 3 or "battle" situation. Those will be helpful in determining when and when not to step in. Here they are:

- The conflict is affecting performance.
- I overhear inaccurate facts.
- Emotions are out of hand.
- The conflict is disruptive to others."



CBT Chapters

- Introduction
- Managing Conflict
- Intervening in a Conflict
- Non-Defensive Communication
- Achieving Consensus
- Final Quiz

Let's Check In with Maria (continued)

"I also learned to ask myself the following questions.

- What are the consequences if this conflict is not resolved?
- How might the conflict affect others?
- When is the best time and where is the best place to deal with this conflict?

Then, I learned all about the Causes of Conflict. It's a lot to learn but I'm sure there is a pay off for my team."



CBT Chapters

- Introduction
- Managing Conflict
- Intervening in a Conflict
- Non-Defensive Communication
- Achieving Consensus
- Final Quiz

This completes the Intervening in a Conflict chapter.
Click on the **Complete Chapter** button below to continue with the training course.

Complete Chapter

Chapter

Complete

CBT Content

Resources

Support

Communication
SERIES



Page 47 of 75



CBT Chapters

- Introduction
- Managing Conflict
- Intervening in a Conflict
- Non-Defensive Communication
- Achieving Consensus
- Final Quiz

Non-Defensive Communication

Most of us can recall a time when something we said triggered someone else's defensive reaction. None of us can control the feelings of another person or the way they express themselves. We can, however, take responsibility for our own communication by learning more about the words, phrases, attitudes and behaviors that trigger defensiveness.



CBT Content

Resources

Support

Communication
SERIES



Page 48 of 75



CBT Chapters

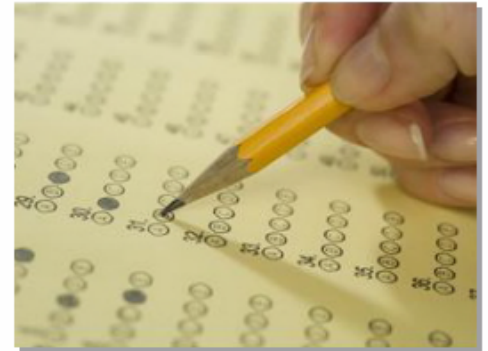
- Introduction
- Managing Conflict
- Intervening in a Conflict
- Non-Defensive Communication
- Achieving Consensus
- Final Quiz

Communication Quiz

We created a small, 10 question set of statements to assist you with your knowledge of non-defensive communications. To access the quiz, click on the link below.

[Non-Defensive Communication Quiz](#)

When you complete the quiz, please return to complete the course.



CBT Chapters

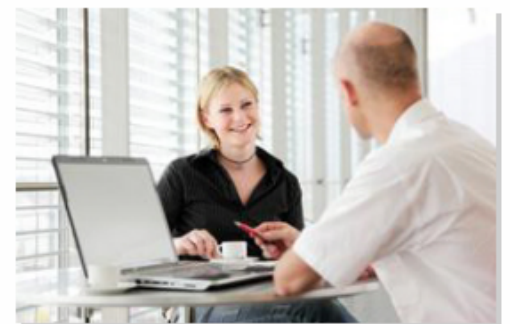
- Introduction
- Managing Conflict
- Intervening in a Conflict
- Non-Defensive Communication
- Achieving Consensus
- Final Quiz

Listen First

Instead of defending what happened or what someone did, try using the following strategies. These will help refrain from "adding fuel to the fire" by getting defensive yourself.

Listen First

- Allowing a person to vent or "let off steam" is an effective way to express their emotions so they can move towards a solution. When someone feels their concerns are being heard, their emotions subside and they are able to act more rationally.



CBT Chapters

- Introduction
- Managing Conflict
- Intervening in a Conflict
- Non-Defensive Communication
- Achieving Consensus
- Final Quiz

Additional Steps

Create Options

- Set aside your differences to focus on desired results. For example, "We seem to have different ideas about how to approach this problem. Let's talk about what we want to achieve and then decide the best way to address the situation."

Empathize

- Put yourself in the other person's shoes. For example, "I can tell you're very upset about this. I wouldn't like to be treated that way either. So, let's see if we can find a solution."



CBT Chapters

- Introduction
- Managing Conflict
- Intervening in a Conflict
- Non-Defensive Communication
- Achieving Consensus
- Final Quiz

Additional Steps (continued)

Inquire

- Ask open ended questions in order to understand and uncover underlying concerns. For example, "Things like this don't usually bother you so much. What do you think triggered your anger in this situation?"

Disclose

- Express your feelings, needs and goals using "I statements." For example, "I'm upset about what you said in the staff meeting. I would have preferred you speak with me first."



Admitting that we might be wrong can lead to asking questions, searching for better answers, and considering alternative possibilities.

CBT Chapters

- Introduction
- Managing Conflict
- Intervening in a Conflict
- Non-Defensive Communication
- Achieving Consensus
- Final Quiz

Additional Steps (continued)

Focus on the Behavior

- Separate the person from the problem. For example, "Wait. I'm not saying you're a sloppy person. What I am saying is, this report needs to be more accurate."



A good rule is to allow only one person to get angry at a time.

CBT Content

Resources

Support

Communication
SERIES



Page 53 of 75



CBT Chapters

- Introduction
- Managing Conflict
- Intervening in a Conflict
- Non-Defensive Communication
- Achieving Consensus
- Final Quiz

This completes the Non-Defensive Communication chapter. **Click on the Complete Chapter button below to continue the training course.**

Complete Chapter

Chapter

Complete

CBT Content

Resources

Support

Communication
SERIES



Page 54 of 75



CBT Chapters

- Introduction
- Managing Conflict
- Intervening in a Conflict
- Non-Defensive Communication
- Achieving Consensus
- Final Quiz

Achieving Consensus

Once you decide to take action, your goal is to seek a resolution of the dispute or conflict. To do this, you will need to step outside your supervisor role and be open to the other person.

Key Point:

Don't expect people in conflict to see the issues in the same way. Instead, seek consensus - that is, a solution everyone can live with.



CBT Chapters

- Introduction
- Managing Conflict
- Intervening in a Conflict
- Non-Defensive Communication
- Achieving Consensus
- Final Quiz

Achieving Consensus (continued)

Consensus is reaching an agreement everyone can live with. It is important to have a realistic goal in mind. Don't expect to see "eye to eye" on all facts, inferences, or values. If that were your goal, you'd waste time and likely inflame the conflict. Instead, present your issues and ask the other party to do the same. Present what you want to have happen and find out what the other party wants to have happen. State what you are willing to do and find out what the other person is willing to do to resolve the problem.



CBT Chapters

- Introduction
- Managing Conflict
- Intervening in a Conflict
- Non-Defensive Communication
- Achieving Consensus
- Final Quiz

Achieving Consensus (continued)

Reaching consensus requires give and take by all participants. The resolution of a conflict depends on the flexibility and creativity of the participants. You can set the climate and guide the discussion toward a creative solution by modeling the kind of behavior that you would like the other person to exhibit during the conflict resolution discussion.

Every situation is different but the basic elements don't change. By following the steps outlined here, you'll be able to facilitate a discussion that leads to consensus - an agreement the parties can live with.



CBT Chapters

- Introduction
- Managing Conflict
- Intervening in a Conflict
- Non-Defensive Communication
- Achieving Consensus
- Final Quiz

How to Begin?

Now you're ready to get into the heart of the process. It's very important to follow the steps precisely. Otherwise, you'll get mired in an argument that will be difficult to stop.

1. Create the Climate
 - Reduce tension and set a pleasant atmosphere
 - Affirm your commitment and ask commitment of the other party to work toward a settlement



CBT Chapters

- Introduction
- Managing Conflict
- Intervening in a Conflict
- Non-Defensive Communication
- Achieving Consensus
- Final Quiz

Additional Steps

2 Clarify the nature of the process.

This is especially important if you are using this process to help other parties resolve conflict

- Ownership of the process and the conflict belongs to the parties
- Discuss the confidentiality of the process



3 Set the ground rules and get a commitment to them.

- Be respectful
- Don't interrupt
- Focus on the future, not past events
- Talk openly and honestly

CBT Chapters

- Introduction
- Managing Conflict
- Intervening in a Conflict
- Non-Defensive Communication
- Achieving Consensus
- Final Quiz

Additional Steps (continued)

4 Explain the process

- Get opening statements from each person
- Get clarifying questions from each person
- Present the issues (positions)
- Define the interests (wants)
- Work together toward a resolution
- Finalize an agreement



CBT Chapters

- Introduction
- Managing Conflict
- Intervening in a Conflict
- Non-Defensive Communication
- Achieving Consensus
- Final Quiz

Additional Steps (continued)

5 Explain your role.

This is especially important if you're using this process to help other parties resolve conflict.

- You're not a judge, you're there to facilitate the process
- Initially, communications should flow through you
- You are neutral with no interest except to help them resolve their conflict
- Caution the parties if they violate any of the ground rules



CBT Chapters

- Introduction
- Managing Conflict
- Intervening in a Conflict
- Non-Defensive Communication
- Achieving Consensus
- Final Quiz

Additional Steps (continued)

6 Ask for questions.

7 Obtain commitment to working to solve the problem.



CBT Chapters

- Introduction
- Managing Conflict
- Intervening in a Conflict
- Non-Defensive Communication
- Achieving Consensus
- Final Quiz

Getting Wants

The *Wants* step is the most important phase of the process. It is the time when both people have the opportunity to clarify and/or change what it is they would like to happen as a result of the agreement. When we ask what they want, they most often respond by stating a position: "I want him to move out of the apartment and pay me the three hundred dollars he owes me."

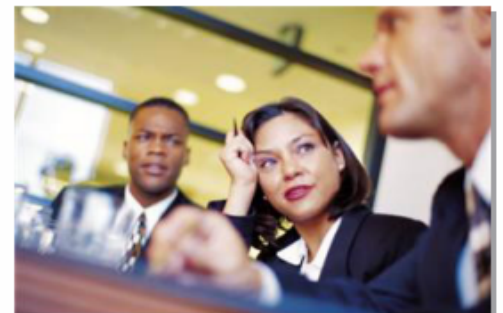


CBT Chapters

- Introduction
- Managing Conflict
- Intervening in a Conflict
- Non-Defensive Communication
- Achieving Consensus
- Final Quiz

Getting Wants (continued)

Your task is to assist the other person to look beneath his position and help him see his underlying interests. In the example on the previous page, the person may want to have a good, responsible tenant in the apartment, and receive fair rent for it. If the current tenant were to pay what the two parties agree is owed, maintain a clean space and pay regular rent payments, the landlord may be willing to have that person stay in the apartment, because it's in his best interest.



CBT Chapters

- Introduction
- Managing Conflict
- Intervening in a Conflict
- Non-Defensive Communication
- Achieving Consensus
- Final Quiz

Getting *Wants* (continued)

Exploration of a person's interest has to be done in a respectful manner, allowing him to feel that he can back off a position without seeming weak or losing face. Sometimes in heated or delicate situations, after explaining the difference between your position and your underlying interests, you may need to take time to allow the other party to think through his interests before proceeding.



CBT Chapters

- Introduction
- Managing Conflict
- Intervening in a Conflict
- Non-Defensive Communication
- Achieving Consensus
- Final Quiz

Restate The *Want*

The next step in this phase is to state a Want that will again take the form of a position but this time it will be with the understanding of underlying interests. From this point forward, positions are easier for people to negotiate when they understand the interests that lie behind them. Neutral language, attention to emotions, and flexibility are key skills in this phase.



CBT Chapters

- Introduction
- Managing Conflict
- Intervening in a Conflict
- Non-Defensive Communication
- Achieving Consensus
- Final Quiz

Restate The *Want* (continued)

To best describe the difference between a position and the underlying interest, imagine for a moment that your two children are in the kitchen fighting over the last orange in the fruit bowl. They both WANT that orange. The solutions at this point is to give each half, give one the whole orange and the other nothing, or give both nothing. If you take the time and ask "why" do you need the orange; or "what is your underlying need" you may find out that one child wants to make orange-ade and the other wants the rind for flavoring orange cookies. Stepping back and getting to the underlying interests has now provided the basis for a new, and better solution to meet the needs of both parties.



CBT Chapters

- Introduction
- Managing Conflict
- Intervening in a Conflict
- Non-Defensive Communication
- Achieving Consensus
- Final Quiz

"Willing to Do"

The next set is to brainstorm a list of possible solutions and ask the question, "Of the items on the list, which are each of us willing to do?" Typically, areas of consensus on the list will be clear. Before proceeding, however, make sure the items of consensus are reworked to be

1 Specific: not "more" or "less" or "fewer". For example, "I will check the phone messages three times each day."



CBT Chapters

- Introduction
- Managing Conflict
- Intervening in a Conflict
- Non-Defensive Communication
- Achieving Consensus
- Final Quiz

"Willing to Do" (continued)

2 Definite: not "I'll try" or "I'll work on it."
"I will do it."

3 Measurable: not "nice" or "considerate" or "respectful." For example, "I'll ask you directly when I need a file from you."

4 Unconditional: not "if she does this..." or "as long as she ...". People are responsible for their own actions regardless of what the other person does.



CBT Chapters

- Introduction
- Managing Conflict
- Intervening in a Conflict
- Non-Defensive Communication
- Achieving Consensus
- Final Quiz

Writing Effective Agreements

In most situations, it is important to write down the agreements reached during the session. One person can write it out and then both sign it.

In order to assist you with the creation of an agreement, we compiled a short agreement checklist.



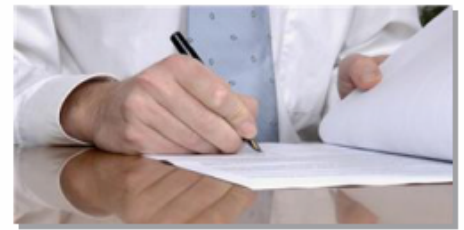
CBT Chapters

- Introduction
- Managing Conflict
- Intervening in a Conflict
- Non-Defensive Communication
- Achieving Consensus
- Final Quiz

Writing Effective Agreements (continued)

Agreements should answer the following questions.

- Who will do What? When? Where? and How?
- Will the agreement solve the problem?
- Will it be a lasting solution?
- Can both people really do what they are promising?
- Is the agreement specific?
- Is the agreement balanced? Does each person share the responsibility for making the agreement work and are all getting some needs met?



CBT Chapters

- Introduction
- Managing Conflict
- Intervening in a Conflict
- Non-Defensive Communication
- Achieving Consensus
- Final Quiz

Conflict Management Toolkit

We created a four page Conflict Management Toolkit for your use in dealing with conflict. Click on the toolkit to the right to print out a copy for yourself.



CBT Chapters

- Introduction
- Managing Conflict
- Intervening in a Conflict
- Non-Defensive Communication
- Achieving Consensus
- Final Quiz

Let's Check In with Maria

Recall that her recent employee conflict situation began when one of Maria's direct reports, Tracy came to her with a complaint about another employee, Brent. "Maria, Brent called in sick, again, this morning. He's supposed to run the project meeting this morning. And because he's not here, I have to do his work for him, again! When is this gonna end? And when are you going to do something about this?"



CBT Chapters

- Introduction
- Managing Conflict
- Intervening in a Conflict
- Non-Defensive Communication
- Achieving Consensus
- Final Quiz

Let's Check In with Maria (continued)

With all of the training and information Maria received on conflict management, she's ready to move forward towards resolving this conflict.

She arranges to have Tracy and Brent meet in her office for an hour to begin the conflict resolution process. She begins by

- Reducing tension and setting a pleasant atmosphere
- Affirming her commitment and requesting commitment of Tracy and Brent to work toward a settlement

Maria will continue the remainder of steps to resolve this conflict.



CBT Chapters

- Introduction
- Managing Conflict
- Intervening in a Conflict
- Non-Defensive Communication
- Achieving Consensus
- Final Quiz

This completes this training course. **Click on the Complete Chapter button below to continue to the final exam for this course.**

Complete Chapter

Chapter

Complete